



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
WASHINGTON, DC 20380-0001

MCO 12713.7
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6 Jun 89

MARINE CORPS ORDER 12713.7

From: Commandant of the Marine Corps
To: Distribution List

Subj: AFFIRMATIVE EMPLOYMENT PROGRAM

Encl: (1) Excerpt from FY 88-92 Affirmative Employment
Program Plan (AEPP)

1. Purpose. To assign responsibilities and establish procedures for meeting the goals set forth in the enclosure.

2. Coverage. The Affirmative Employment Program discussed here is applicable to appropriated fund employees of Headquarters Marine Corps; Headquarters Battalion, Henderson Hall; and the Marine Barracks, Washington, DC (including the Marine Corps Institute).

3. Background. The Affirmative Employment Program Plan was developed per the Equal Employment Opportunity Commission Management Directive 714. It is not only mandated by Federal legislation, but Presidential Executive orders and definitive court decisions. Executive Order 11478 (1969), and the 1972 Amendment to the Civil Rights Act of 1964, and the Garcia Amendment to the Civil Service Reform Act of 1978 established requirements for Federal Agency Affirmative Employment. Affirmative action means positive actions designed to effect meaningful changes in our workforce profile.

a. Affirmative action is designed to overcome the effects of past and present discriminatory practices, policies, or other barriers to equal employment opportunity. Many individuals who suffer effects of discrimination, based on race, color, religion, sex, national origin, age, or handicap are already qualified for better jobs, but continuing barriers throughout employment deny them equal opportunity. The major part of an Affirmative Employment Program is recognition and removal of these barriers, identification of persons excluded or held back, and action enabling them to compete for jobs on an equal basis.

b. Overall, an effective Affirmative Employment Program not only benefits those who have been denied equal employment opportunity but will also greatly benefit the organization which has sometimes overlooked, screened out, or under utilized the great reservoir of untapped human resources and skills among women, minority groups, and persons with disabilities. Every manager, supervisor, and employee, both civilian and military, must meet

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the objective of affirmative employment. The goals set forth in the enclosure are challenging and are to be accomplished during the established time frame.

c. Selecting officials are entitled to choose any competing candidate certified or to nonselect all candidates. Each candidate certified must be given full consideration and the selection made based on who will best fill management's need in terms of productivity and the total objective of the organization, including affirmative action and equal opportunity.

d. Employees who have potential but lack qualifying experience should have the opportunity to compete for positions filled through Upward Mobility. Upward Mobility Program objectives include:

(1) Providing a broader base for selection of personnel for technical, administrative, and professional positions.

(2) Obtaining more effective utilization of employee potential.

(3) Motivating employees and creating a climate conducive to high morale.

(4) Providing an internal source of candidates for positions with career potential.

e. Our policy on EEO states: "Affirmative action in achieving our goals will be apparent in all employment policies and practices including, but not limited to, recruitment, hiring, advancement..." Managers, supervisors, the civilian personnel office, as well as EEO officials will enhance career opportunities for women and minorities in support of affirmative employment goals.

4. Action

a. The Equal Employment Opportunity Officer will provide overall direction and take any necessary action to accomplish the objectives of the Affirmative Employment Program.

b. Heads of staff agencies at HQMC, the Commanding Officer of Headquarters Battalion, and the Commanding Officer of the Marine Barracks will:

(1) Ensure that all managers and supervisors are thoroughly familiar with the contents of this Order and that this Order is made available to employees upon request.

(2) Ensure that minorities, women, and persons with disabilities are given full consideration in all employment-related matters.

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c. The Marine Corps Consolidated Civilian Personnel Office (CMC (ARC)) will assist in executing the AEPP in terms of recruitment, hiring, employee development, and promotions by:

(1) Sending all vacancy announcements for targeted occupations to minority and women organizations.

(2) Attending job fairs sponsored by minority colleges and universities; or preparing recruitment packages for collateral duty program coordinators to carry to job fairs.

(3) Revitalizing the junior fellowship program.

(4) Targeting those positions, where imbalances exist, that can be restructured for Upward Mobility recruitment and refer them to the Deputy EEO Officer.

(5) Establishing an outreach program for disabled veterans and persons with disabilities.

(6) Revitalizing the summer aid and stay-in-school programs.

(7) Forwarding all recruitment actions for positions where imbalances exist to the Deputy EEO Officer.

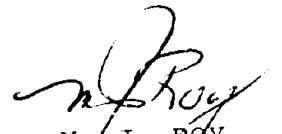
d. The Deputy EEO Officer will:

(1) Provide advice and assistance in and coordinate the execution of the AEPP among supervisors, managers, and the civilian personnel office.

(2) Provide the staffing specialists with a list of occupations where imbalances of women and minorities exist.

(3) Review all recruitment actions for occupations where imbalances exist. Assist staffing specialists with identifying viable recruiting sources. Additionally, provide management with a written reminder of their responsibility to affirmative action goals when the promotion certificate is forwarded to them.

(4) Review all EEO objectives of supervisors and managers receiving outstanding ratings to determine if they meet the criteria for "outstanding"; i.e., supporting organization goals and AEPP objectives.


M. J. ROY
By direction

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EXCERPT FROM FY 88-92 AFFIRMATIVE EMPLOYMENT PROGRAM PLAN (AEPP)

PROGRAM ANALYSIS

II. WORKFORCE

An analysis of our workforce was conducted by Professional, Administrative, Technical, Clerical, Other, and Blue Collar (PATCOB) and grade groupings for fiscal year 1988, using Naval Civilian Personnel Data Systems (NCPDS) data. An analysis was also conducted for major occupations.

PATCOB ANALYSIS

The analysis revealed that there is a manifest imbalance in the following categories:

Professional -	white females Hispanic males
Administrative -	white males Hispanic males Asian males
Technical -	white males Asian males
Clerical -	white males black males

Conspicuous absence is shown in the following categories:

Professional -	Hispanic females Asian females
Administrative -	Indian males Indian females
Technical -	Hispanic males Indian females
Clerical -	Hispanic males Indian males Indian females

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The following is a summary of EEO groups by grade groupings, shown in actual numbers and percentages:

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The following is a summary of EEO groups by grade groupings, shown in actual numbers and percentages:

	<u>GS 1-4</u>	<u>GS 5-8</u>	<u>GS 9-12</u>	<u>GS/GM 13-15</u>	<u>SES</u>
WM*	17 (9.9)	23 (5.9)	60 (20.3)	121 (58.7)	8 (88.9)
WF	52 (30.4)	157 (39.9)	140 (47.3)	55 (26.7)	0
BM	24 (14.0)	28 (6.2)	26 (8.8)	16 (7.8)	1 (11.1)
BF	72 (42.1)	177 (45.0)	64 (21.6)	9 (4.4)	0 --
HM	1 (0.6)	0 --	0 --	1 (0.5)	0 --
HF	2 (1.2)	4 (1.0)	1 (0.3)	0 --	0 --
AM	0 --	1 (0.3)	2 (0.7)	2 (0.9)	0 --
AF	3 (1.8)	3 (0.8)	2 (0.7)	1 (0.5)	0 --
IM	0 --	0	0 --	1 (0.5)	0 --
IF	0 --	0	1 (0.3)	0	0 --

*WM= white male, WF= white female, BM= black male, BF= black female, HM= Hispanic male, HF= Hispanic female, AM= Asian male, AF= Asian female, IM= Indian male, IF= Indian female

Following are the EEO groups that show manifest imbalance or conspicuous absence in major occupations:

Computer Specialist -

Hispanic males
Hispanic females
Indian males
Indian females

Management Analyst -

Hispanic males
Hispanic females
Asian males
Asian females
Indian males
Indian females

Logistics Management Specialist -

black males
black females
Hispanic males
Hispanic females
Asian males
Asian females
Indian males
Indian females

Budget Analyst -

black males
Hispanic males
Hispanic females
Asian males
Asian females
Indian males
Indian females

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Contract Specialist -

black males
Hispanic males
Hispanic females
Asian males
Asian females
Indian males
Indian females

General Engineer -

white females
black males
black females
Hispanic males
Hispanic females
Asian males
Asian females
Indian males
Indian females

The chart on the next page shows a comparison of EEO groups by PATCOB using national civilian labor force and Standard Metropolitan Statistical Area data.

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DISTRIBUTION OF EEO GROUPS AND COMPARISON BY PAYCON

OCCUPATIONAL CATEGORY AND SES	TOTAL ALL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN/ ALASKAN NATIVE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
AGENCY PROFESSIONAL	92 100	49 53.26	19 20.64	8 8.70	11 11.90	0 0.00	0 0.00	2 2.17	1 1.09	1 1.09	1 1.09
CIVILIAN LABOR FORCE	100	60.62	26.87	2.33	2.79	2.16	1.14	2.53	1.12	0.21	0.31
AGENCY ADMINISTRATIVE	385 100	131 34.03	158 41.04	33 8.57	58 15.06	1 0.26	1 0.26	0.26	0.52	0.00	0.00
CIVILIAN LABOR FORCE	100	53.9	26.29	7.60	8.00	1.50	0.70	1.10	0.60	0.20	0.10
AGENCY TECHNICAL	245 100	21 9.80	97 39.59	23 9.39	94 38.78	0 0.00	2 0.82	1 0.41	3 1.22	0 0.00	0 0.00
CIVILIAN LABOR FORCE	100	39.8	28.80	10.60	15.20	1.50	1.00	1.60	1.00	0.10	0.10
AGENCY CLERICAL	347 100	23 6.63	130 37.46	31 8.93	150 44.96	1 0.29	4 1.15	1 0.29	1 0.29	0 0.00	0 0.00
CIVILIAN LABOR FORCE	100	17.5	41.40	9.50	26.40	1.00	1.50	0.50	1.60	0.10	0.30
AGENCY OTHER	1 100	0 0.00	0 0.00	0 0.00	1 40.00	0 0.00	0 0.00	0 0.00	0 40.00	0 0.00	0 0.00
CIVILIAN LABOR FORCE	100	56.4	7.80	26.40	5.70	1.80	0.20	1.10	0.10	0.20	0.00
AGENCY BLUE COLLAR	28 100	14 50	11 3.57	12 42.86	0 0.00	0 0.00	0 0.00	1 3.57	0 0.00	0 0.00	0 0.00
CIVILIAN LABOR FORCE	100	53.6	7.50	28.20	5.10	2.30	0.60	1.40	0.70	0.30	0.00

ENCLOSURE (1)

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PROBLEM/BARRIER IDENTIFICATION

II. WORKFORCE

Based on our analysis of workforce data, we found manifest imbalances of minorities and females in several categories, as indicated on the previous page. Numerical objectives will be established for the EEO groups for which the imbalance is shown. Barriers that could have attributed to the imbalance will be addressed under the appropriate program elements.

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REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: Manifest imbalance of minorities and females in several categories, as indicated on the previous page.

OBJECTIVE: To reduce the manifest imbalance of minorities and females.

RESPONSIBLE OFFICIALS: Managers who employ persons in the affected occupations.

TARGET DATE: 30 September 1989, 90, 91, 92

<u>ACTION ITEMS:</u>	<u>RESP. OFF.</u>	<u>TARGET DATE</u>
Computer Specialist:		
Increase representation of the following groups by 3% over the next 4 years: HM, HF, IM, IF	Director, C4 Division	9/30 Annually
Management Analyst:		
Increase representation of the following groups by 3% over the next 4 years: HM, HF, AM, AF, IM, IF	Heads of various staff agencies	9/30 Annually
Logistics Management Specialist:		
Increase representation of the following groups by 3% over the next 4 years: BM, BF, HM, HF, AM, AF, IM, IF	Deputy Chief of Staff for I&L	9/30 Annually
Budget Analyst:		
Increase representation of the following groups by 2% over the next 4 years: BM, HM, HF, AM, AF, IM, IF	Heads of various staff agencies	9/30 Annually
Contract Specialist:		
Increase representation of the following groups by 2% over the next 4 years: BM, HM, HF, AM, AF, IM, IF	Deputy Chief of Staff for I&L	9/30 Annually
General Engineer:		
Increase representation of the following groups by 3% over the next 4 years: WF, BM, BF, HM, HF, AM, AF, IM, IF	Deputy Chief of Staff for I&L	9/30 Annually

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